

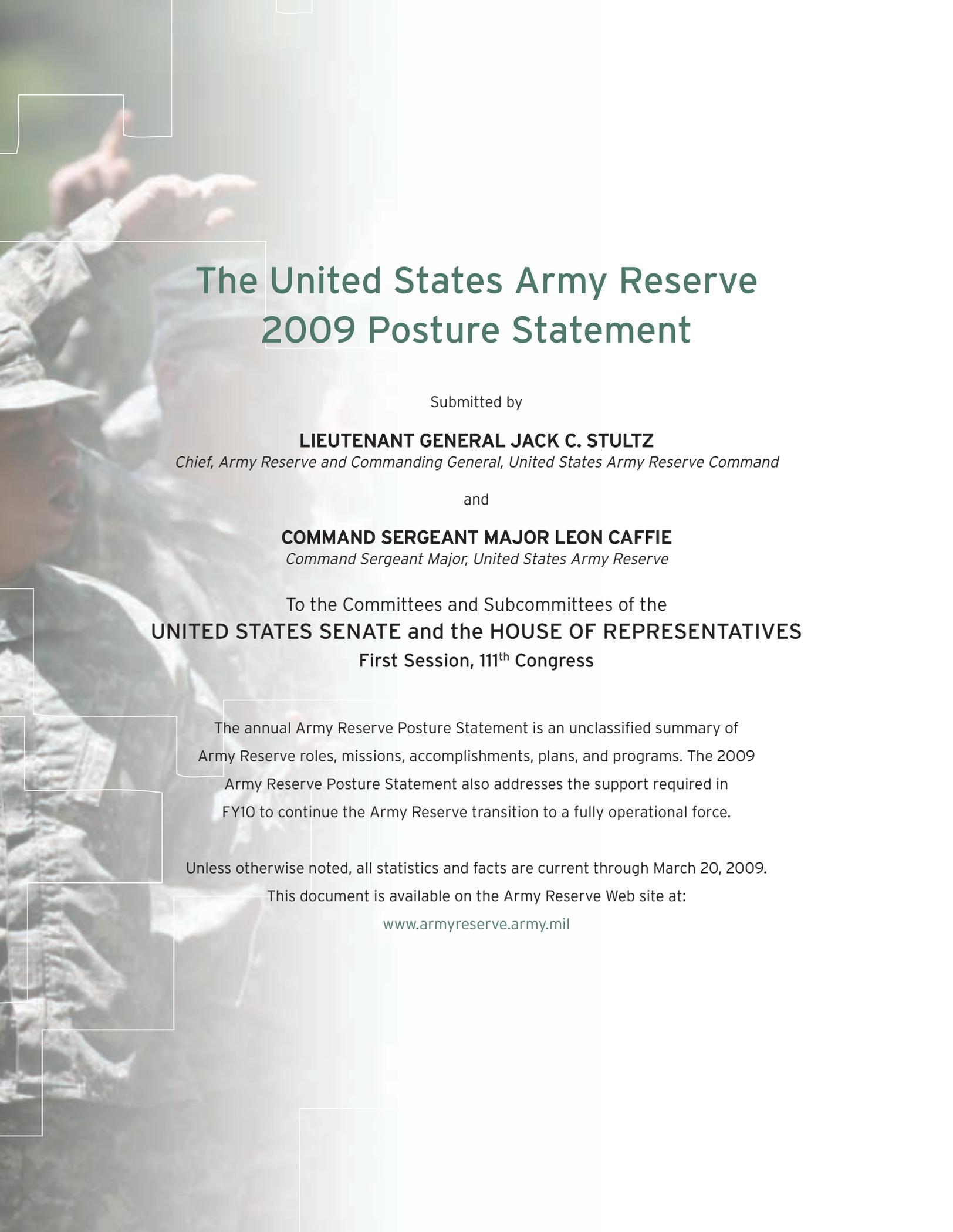
# UNITED STATES ARMY RESERVE



A Positive Investment for America

2009 POSTURE STATEMENT





# The United States Army Reserve 2009 Posture Statement

Submitted by

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and

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To the Committees and Subcommittees of the  
**UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES**  
First Session, 111<sup>th</sup> Congress

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans, and programs. The 2009 Army Reserve Posture Statement also addresses the support required in FY10 to continue the Army Reserve transition to a fully operational force.

Unless otherwise noted, all statistics and facts are current through March 20, 2009.

This document is available on the Army Reserve Web site at:

[www.armyreserve.army.mil](http://www.armyreserve.army.mil)

*Winter, 2009*

## **The Army Reserve—A Positive Investment for America**

After seven years of war, the most compelling evidence of Army Reserve success is the confidence deployed commanders have in the quality and ability of our Soldiers. The men and women of the Army Reserve—Warrior-Citizens—are full-time patriots who put their civilian careers on hold to protect American interests at home and abroad.

Army Reserve Warrior-Citizens represent America's best and brightest. The Soldiers' and their Families' commitment and willingness to sacrifice at home, or by carrying the fight to the enemy on desolate battlefields, allow Americans to pursue their dreams and live free from fear. In this document, we highlight the remarkable quality of the people on the Army Reserve team: men like the Harvard-trained physician who, after age 50, applied his medical expertise to saving lives on the battlefield; or the commercial airline pilot who put his civilian career on hold to serve as a trainer with the Army Reserve; or the lawyer with an MBA and a successful professional career, serving as an aviation mechanic in the Army Reserve. Men and women like these, and countless others, add immeasurable value to the Nation.

The contribution of Citizen-Soldiers, their Families, and prudent investments over the course of this decade, have allowed the Army Reserve to evolve from a strategic reserve to an indispensable operational force. In this environment of persistent conflict, turbulent markets, and tight competition for scarce resources, we must continue to invest our national treasure wisely. As an operational force, the Army Reserve is one of the best returns American taxpayers get for their money. To continue to succeed, the Army Reserve requires your support.

The Army Reserve leverages your investment to attract and develop talent. The expertise we nurture is employed on the battlefield and in the boardroom. Army Reserve Soldiers bring cutting-edge ideas from the marketplace to the military, enabling the Army to accomplish missions with maximum impact and minimum risk. In turn, Army Reserve Soldiers bring the skills and values they acquire in uniform—leadership skills, decision-making ability, confidence, and discipline—back to American industry to build stronger businesses and stronger communities.

To maximize Americans' return on investment, we have streamlined our command and control structure, standing down non-deployable support commands and establishing in their places operational and functional commands. Reducing the number of support headquarters and developing more deployable commands is generating more specialized capabilities in our core competencies: medicine, transportation, supply, civil affairs, military police, engineers, intelligence, and chemical, among others.

We are aggressively refining our training strategy to reduce post-mobilization training time and maximize Boots on the Ground contributions of our fighting units. Following the dictates of the

Base Realignment and Closure (BRAC) commission we are disposing of outdated facilities and replacing them with state-of-the-art centers to optimize training and support. Our training strategy, along with new facilities, will better prepare our Soldiers for the challenges ahead. Continuing to refine these efforts requires resources to complete BRAC mandates, develop and employ advanced training techniques, and to acquire technology enablers: communications and information systems, training simulators, and cutting-edge medical processes.

We continue to improve readiness at all echelons. During our transition from a strategic to an operational force, we have recognized the need and advantage of having leaders and staff working full-time to support and prepare units in advance of their deployment. We continue to seek, and have commissioned research to determine, the optimum amount of full-time support to build and sustain readiness. We will be working with Congress closely this year to achieve this objective.

The Army Reserve provides capability the Army could ill afford to maintain on active duty. The unique skill sets of Warrior-Citizens have proven, over the course of a century, to be cost effective and cost efficient. We are further striving to improve our value by striking up strategic partnerships with industry. Our way ahead is to build America's premiere skill-rich organization by teaming with civilian employer partners to produce a human capital strategy model for the 21st century. Our efforts to create a public-private partnership to find, develop, and share talent will leverage the creativity and responsiveness of the civilian sector with the organizational skills, discipline, and leadership talent of the military. Working with industry, we develop our greatest asset—people. At the same time, we ensure the security of a system to realize peace and prosperity, keeping America shining as a beacon of hope for a troubled world.

Over the history of the grand American democratic experiment, our Nation has risen to greatness because of the character of ordinary citizens and their willingness to defend freedom. The Warrior-Citizens of the Army Reserve and their Families embody that lasting commitment to serve. Since September 11, 2001, more than 170 Army Reserve Soldiers have sacrificed their lives in the fight against tyranny. Today, thousands stand in harms way, while tens of thousands more stand ready to answer the call. America can make no better investment.

Thank you for your untiring support of the Warrior-Citizens of the Army Reserve.



Lieutenant General Jack C. Stultz  
Chief, U.S. Army Reserve



Command Sergeant Major Leon Caffie  
Command Sergeant Major, U.S. Army Reserve

# FY08 RETURN ON INVESTMENT

As America remains a Nation at war, the Army Reserve continues to be a cost-effective force. In FY08, the \$6.9 billion Army Reserve appropriation represented only four percent of the total Army budget, yet we achieved remarkable accomplishments:

**PERSONNEL.** In 2008, we recruited 44,455 Soldiers and reenlisted 16,523 (111 percent of our annual goal), yielding a net gain of 7,142 in our ranks. Sustaining momentum to build personnel strength is the most important priority for the Army Reserve. Due to significant gains in end strength for FY08, the Army Reserve is on schedule to meet its 2010 end strength objective of 206,000 Soldiers. The Army Reserve continues to implement a series of programs to attract skill-rich professionals. Future strategic recruiting initiatives target shortage specialties, mission-critical skill sets, and mid-grade officer shortages. Through our Employer Partnership Initiative, we produce a human capital strategy. Businesses and the Army Reserve now share in the training and development of quality individuals who contribute to both our Nation's defense and the economy. Our collaboration with industry in recruiting eliminates the unnecessary expenditure of resources when recruiting in competition with each other.

**READINESS.** In 2008, we mobilized more than 27,000 Warrior-Citizens in support of the Global War on Terror. We developed Regional and Combat Support Training Centers (CSTC) to enhance unit readiness, increasing the time our units are available to combatant commanders. Our civilian-related skills and highly experienced Soldiers afford our Army its extended stability operations capacity. We increased the Boots on the Ground time for: Combat Support Hospital units by 45 days, Military Police Battalions by 37 days, and Combat Engineer Companies by 31 days by streamlining pre- and post-mobilization training schedules and eliminating all unnecessary and duplicate activities. As a federal force with personnel and equipment nationwide, we provide a unique capability as a Department of Defense "first responder" in times of domestic emergencies.

**MATERIEL.** We attained or exceeded the Army standard of 90 percent availability for reportable equipment that requires maintenance. All redeployed equipment not inducted into national level maintenance was recovered, repaired, and serviced. In light of acknowledged shortages, this equipment was then immediately transferred to "next deployers" or critical training locations in order to sustain pre-mobilization and pre-deployment training.

**SERVICES AND INFRASTRUCTURE.** We strengthened programs to improve the well-being of our Soldiers and their Families. The development of the "virtual installation," which afford Soldiers and Families ready access to services and pre/post-mobilization transition assistance, is the cornerstone of this effort.

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## ARMY RESERVE PRIORITIES

- ★ Continue to provide the best trained, best lead, best equipped Soldiers and units to combatant commanders to achieve U.S. objectives and ensure national security
- ★ Recruit and retain the best and brightest Warrior-Citizens to sustain a robust and capable operational Army Reserve
- ★ Transform the Army Reserve (operational structure, support services, and training and equipping paradigms) to optimize the efficiency and effectiveness of a fully operational force
- ★ Provide Warrior-Citizens and their Families with the training, support, and recognition to sustain a cohesive, effective fighting force
- ★ Build and maintain a partnership with industry to facilitate the Warrior-Citizens' contribution to both a prosperous economy and a skilled, experienced, and capable Army

*To advance these priorities, the Army Reserve must  
**Obtain from Congress full support and necessary authorities.***



## THE PRESIDENT'S BUDGET REQUEST WILL ALLOW THE ARMY RESERVE TO:

- ★ Grow and maintain Army Reserve End Strength
- ★ Continue Army Reserve Transformation
- ★ Improve Medical and Dental Readiness
- ★ Equip units and Soldiers to train and fight
- ★ Provide quality services and support to Soldiers and their Families
- ★ Sustain Army Reserve Installations and Facilities

# STRATEGIC CONTEXT

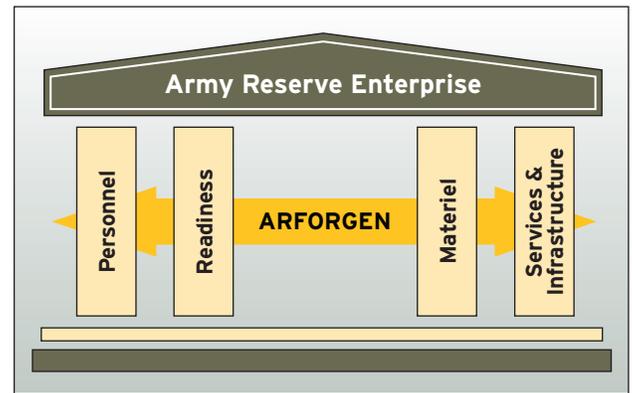
In accordance with Title 10 of the U.S. Code, the United States Army Reserve “provides trained units and qualified persons available for active duty in time of war or national emergency.” Since the September 2001 attacks on America, the Army Reserve continues to deliver on its Title 10 obligation by serving in a *prolonged operational capacity* for which it was *originally neither designed nor equipped, but for which it is currently being transformed*. Each day, Army Reserve Soldiers and their Families make unprecedented sacrifices in response to lengthy and repeated deployments. The Army Reserve is an operational force providing critical combat, logistics, and stability support capabilities for homeland defense, overseas contingencies, and war. The demands of today’s conflict, coupled with the existing and foreseeable stresses on our force, have redefined the way this institution, the Army, and the Nation views the Army Reserve.

The Army Reserve defines itself as a community-based, federal operational force of skill-rich Warrior-Citizens, that provides integral capabilities for full spectrum operations. The basis of this definition is reflected in the fact that today Army Reserve forces mobilize almost continuously. The Army Reserve has supported nine major operations and several lesser contingencies since 1990. This legacy of service and our most recent contributions set the conditions necessary to embrace the future for the Army Reserve.

One way to view this future is to look at the Army Reserve as an enterprise organization: a conceptual model applying a holistic approach to strategic leadership to improve organizational efficiencies. The enterprise approach is fundamentally about seeing the entire organization—its relationships among its people, processes, functions, and organizational parts.

In this document, we present the Army Reserve enterprise across four core management areas: *Personnel*, *Readiness*, *Materiel*, and *Services and Infrastructure*.

To optimize Army Reserve performance we must:



- ★ Attract and retain the very best Warrior-Citizens to serve our Nation (**Personnel**);
- ★ Prepare, train, organize, and equip Soldiers and units (**Readiness**);
- ★ Provide Soldiers with the latest, mission-ready, modular force weapons and equipment (**Materiel**); and
- ★ Provide for the well-being of our Soldiers, Families, Army Civilians, and employers while providing state-of-the-art training capabilities, unit facilities, and secure, redundant communications (**Services and Infrastructure**).

The following sections of this document highlight our accomplishments and discuss the challenges and needs for strengthening the organization across these core functions (Personnel, Readiness, Materiel, and Services and Infrastructure). The Army Reserve will continue to generate a positive return on investment building, sustaining, and maintaining warfighting and support capability for America.



## Personnel

Today's Army Reserve Soldiers are patriotic men and women who have a vision for their lives, have roots in a civilian community, and have a desire to serve their country. Their commitment translates into our success.

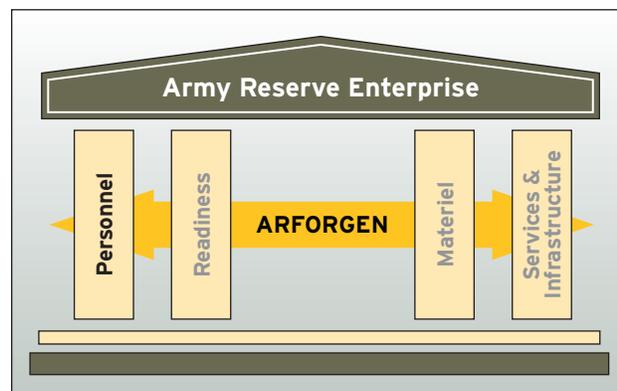
The Army Reserve exceeded its FY08 recruiting and retention objectives by accessing 44,455 new recruits and retaining 16,523 Soldiers. Yet, recruiting an all-volunteer force in a time of war presents challenges. The Army and the Nation face significant hurdles—from a lower propensity of young people to enlist, to a shrinking pool of fully qualified prospects, to an increasing trend of mid-grade Soldiers leaving the service.

One initiative the Army Reserve is advocating to combat the loss in mid-grade ranks is a “continuum of service” for a fully integrated force—active and reserve. By presenting options, the Army Reserve hopes to create an environment for Soldiers to move back and forth among components as their personal lives and civilian careers dictate. We have taken this continuum concept a step further with our Employer Partnership Initiative by developing a human capital strategy model to leverage the skill sets of volunteers, the innovations of industry, and the human development capacity of the Army.

### Increasing Army Reserve End Strength

During FY08, the Army Reserve increased end strength by 7,142 Soldiers. A successful community-based recruiting effort; targeted programs and incentives; and personnel policies to control unanticipated losses resulted in this substantial net gain.

In FY08, the Army Reserve achieved 106 percent of its accessions goal and 111 percent of its reenlistment



### Critical Needs

Obtain from Congress full support and necessary authorities.

Sustaining recruiting and retention incentives for Army Reserve Soldiers, with specific emphasis on mid-grade commissioned and noncommissioned officers;

Developing and sustaining adequate full-time support (FTS) to train and administer a fully functioning, robust, and capable operational force, and to ensure Soldier and Family readiness; and

Enhancing employer partnerships to optimize the development of human capital for the mutual benefit of industry and national security.



mission. Three critical initiatives contributed to this progress. Command emphasis and guidance provided the greatest impact focusing energy and effort on filling the ranks. The Army Reserve Recruiting Assistance Program (AR-RAP) brought a tangible reward to Soldiers for finding other patriots to serve. This innovative recruiting assistance program produced 3,751 accessions this past fiscal year. Finally, the Critical Skills Retention Bonus, Army Reserve (CSRB-AR), allowed us to address specific skill-set and grade shortfalls and retain much-needed talent and expertise in our ranks. These targeted financial incentives for continued service in critical specialties ensured 809 captains and 128 experienced staff sergeants and sergeants first class stayed in uniform.

As we gain momentum, building to a strength of more than 206,000 Soldiers, and while the Army Reserve is within the congressionally mandated end strength window, we recognize a significant gap in capability. Overall, the Army Reserve is short on the order of 10,000 officers in the grades of captain and major. In the enlisted ranks, we are challenged to develop and retain senior mid-grade noncommissioned officers (staff sergeants and sergeants first class). We are working aggressively to grow and shape the force to overcome these challenges. Continued re-sourcing of recruiting and retention incentives will maintain our manning momentum.

### **Full-Time Support for an Operational Reserve**

We now have a strategy to guide the transformation of Full-Time Support (FTS) in the Army Reserve in order to better support our operational force in this era of persistent conflict and global engagement. In 2008, we developed an initial strategy called FTS 2017, which envisioned a culture shift in how we support the readiness and

mobilization of Army Reserve units on a continual basis. This strategy defines and directs the effort to transform all aspects of Army Reserve full-time support. The strategy improves operational capability by providing a more dynamic, responsive, and flexible system to support global operations.

Completing the transition from a strategic to a fully operational force requires more than having the right-sized full-time support force. The current full-time support model remains a strategic reserve legacy. Key legislative and policy modifications may be required to change personnel support processes. Evolving the full-time support program requires addressing: active-reserve Soldier staffing (AGRs); Army civilians; contractors; and unit members on orders beyond their statutory 39 training days per year.

Currently three studies are under way to quantify full-time support issues and inform policy-makers. One study is determining the adequacy of full-time support billets across the Army Reserve and Army National Guard. Another study is providing a “capabilities and competencies” analysis of full-time support across the Army Reserve. The third is examining the use of dual-status military technicians within the Army Reserve. These studies will lead to the development of a capabilities-based full-time support solution for the operational demands of the Army Force Generation (ARFORGEN) unit training and employment construct. We anticipate initial study recommendations by early fall 2009. At that time, working with Congress, we will determine the optimum full-time support strategy and identify additional actions required to appropriately staff the organization to sustain the Army Reserve as an ARFORGEN-enabled operational force.

## Employer Partnerships

The Army Reserve is implementing leading-edge employer relations programs that promote a continuum of service, sustain Soldiers' well-being during mobilization periods, and provide career-enhancing employment opportunities. The Army Reserve's Employer Partnership Initiative benefits employers by referring highly qualified, competent, disciplined Soldiers to work within their communities. By collaborating with employers, the Army Reserve can augment existing Soldier proficiencies while simultaneously building new capabilities to complement civilian job and military skills. By aligning military and civilian credentialing and licensing requirements, the Army Reserve and partner employers optimize a shared workforce. As employers are critical for sustaining the Army Reserve, sharing the same talent pool of Soldier-employees builds mutually beneficial relationships. Developing and maintaining effective partnerships allows the Army Reserve and employers to capitalize on particular strengths while minimizing weaknesses.

Our way ahead is to build a skill-rich organization by working closely with civilian employer partners. From an individual's perspective, we see it working this way: a local hospital struggles to find quality, skilled personnel to fill technical positions. The Army Reserve becomes a personnel source for this hospital through our Employer Partnership Initiative. We recruit an individual seeking to be a radiology technician. We train that individual as a Soldier and certify him or her as a radiology technician. After finishing advanced training, the Soldier walks into a civilian job with that local hospital where that Soldier continues to develop and refine his or her skills. Through our cooperative efforts, the hospital and the Army gain a

more competent, more experienced, and more capable Soldier-employee.

We see other advantages of partnering with employers. A major trucking company—our civilian partner—uses a state-of-the-art training center complete with truck driving simulators. Our Army Reserve Soldiers—employees of this trucking company—use the simulators to confront an array of driving hazards. The drivers train and work daily operating trucks safely on the road. When these Soldiers get in the cab of one of our



military trucks, they are better, more experienced drivers. The training and experience they gain from our industry partner benefits the Army Reserve. America gets a better, more disciplined, service-oriented employee, a more skilled and capable truck driver, and a stronger Soldier.

Over time, our Employer Partnership Initiative will become more than a key human capital strategy. It could well serve as the foundation of our identity. Two entities share and enhance the skills of one individual who contributes both to the defense of our Nation and to sustaining a robust national economy. We are building human capital in the Army Reserve and the private sector with highly skilled, career-oriented Warrior-Citizens.

## Positive Return on Investment: Same Job in Different Country



*Photo courtesy of theledger.com*

A Major in the Army Reserve, Mark Bennett is a planning manager for the city of Haines City, Fla., and Commander of Alpha Company, 487th Civil Affairs Battalion. Major Bennett oversees Haines City's urban planning program, which includes development review and enforcement of land development regulations. Major Bennett easily applied his civilian planning expertise to the rebuilding effort in Baghdad. "In many ways," Major Bennett observed, "they are dealing with the same issues I am dealing with in Haines City. They have annexation issues, they have problems with urban growth boundaries." Major Bennett agrees that being deployed to Iraq was good for him professionally in his Army Reserve career, but also in his civilian job.



## Readiness

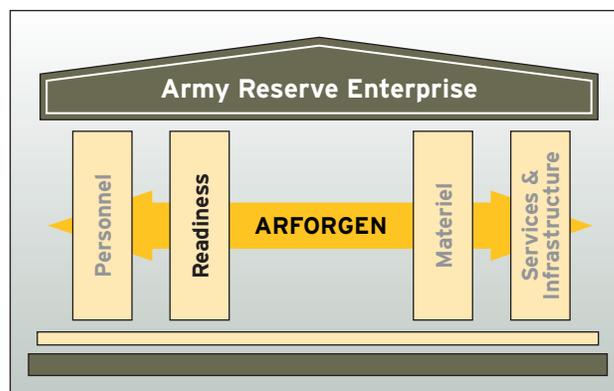
Our military success in the Global War on Terror depends on our ability to train and equip Army Reserve Soldiers and fully cohesive units for current and future operations. Training units for full spectrum operations is directly linked to resourcing. The Army Reserve applies a sophisticated training strategy to ensure Army Reserve warfighting unit readiness. Fully funding the Army Reserve integrated training strategy will ensure trained and ready Army Reserve units and individual Soldiers are available to meet the operational needs of the United States Army.

### Building an Effective, Fully Operational Force

Army Reserve support of the FY08 Grow the Army plan began with the realignment of 16,000-plus spaces from generating force structure to critically needed operating force structure. As the planned end-strength objective is to grow the Army Reserve by 1,000 to 206,000 Soldiers, we are investing an additional 1,000 spaces to increase operating force structure. Together this translates to a total 17,000-plus spaces of capability. In addition, the Army Reserve continues to rebalance and right size by employing new operating force modular command and control structure and reducing generating force command, control, and support structure. Streamlining command and control maximizes available forces to support Army operational requirements.

Army Reserve units are now aligned to headquarters in the same way they are aligned on the battlefield. The

Army Reserve streamlined its institutional force by replacing seven institutional training divisions with three training commands to provide initial entry, military skill reclassification, and professional and leader development. We harvested additional structure as four two-star regional support commands assumed the base support operations functions for more than 900 Army Reserve



centers across the country. These four support commands relieve operational commands of facility and garrison-type service functions allowing the operational commands to focus on unit readiness and training. The Army Reserve continues to explore innovative structuring options to maximize the number of warfighting units available to support operations.

### Improving Medical and Dental Readiness

Soldier medical and dental conditions have proven to be one of our greatest mobilization challenges. More than half of our Soldiers not in a mobilization or alert window are not ready to deploy. In 2008, the Army Reserve moved aggressively to improve medical and dental readiness by addressing a number of Soldier and Family health concerns. The Army Reserve Surgeon working with members of the Office of the Surgeon General, the U.S. Army Medical Command, U.S. Army Dental Command, the Army National Guard, Department of the Army G-3, the Chaplains Office and other agencies developed

and implemented three paradigm-shifting initiatives to improve Soldier and Family readiness:

- ★ A comprehensive Reserve Component Soldier dental readiness program;
- ★ A Whole-Life Fitness program to improve the physical, emotional, spiritual, social, family, finance, and career facets of Soldier wellness;
- ★ A partnership with civilian medical and nursing schools to educate and develop medical professionals for military service.

Additionally the team identified medical readiness barriers and implemented measures to mitigate each obstruction.

To ensure unit commanders know the status of their Soldiers' medical conditions, the Department of Veterans Affairs and the Department of Defense must effectively

### Critical Needs

**Obtain from Congress full support and necessary authorities.**

Continuing transformation of Army Reserve support command structure and the building of operational and functional commands, properly organizing Soldiers and units to develop capability for diverse national security missions;

Implementing the Army Reserve Training Strategy (ARTS) to develop Soldiers and build cohesive, capable, and effective units while maximizing Boots on the Ground and optimizing the Warrior-Citizens' impact and contribution to mission success;

Implementation of the training strategy involves three primary elements:

1. Army School System Training Centers—for developing individuals
2. Regional Training Centers—for unit pre-mobilization training
3. Combat Support Training Centers—for rigorous mission-focused training

Support for training man-days to sustain the Army Force Generation (ARFORGEN) process and maintain the Army Reserve as a fully operational force.



interface. The Reserve Health Readiness Program (RHRP) provides the platform for commanders and Soldiers to meet medical and dental readiness now. One significant advance for the Army Reserve is to develop and adopt automated information systems that interface with current medical data systems: Medical Protection System (MEDPROS), and eventually Veterans Health Information Systems and Technology Architecture (VISTA). The Army Reserve adapted a paperless dental record—DENCLASS—and is in the process of converting Soldiers' paper treatment records to the electronic health readiness records.

Improving what we know about the status of Army Reserve Soldiers' health has set the conditions for the



Army Reserve to implement two comprehensive treatment programs: Dental Readiness and Whole-Life Fitness. Working across agencies and leveraging civilian health care, we are treating dental problems and addressing holistically the well-being of Soldiers and Families. This

### Positive Return on Investment: Army Reserve Soldier Pinned With Coveted Bronze Star for His Work in Iraq



Stationed for one year at Forward Operating Base Q-West, south of Mosul, Iraq, Specialist Scott Baird worked on simplifying and improving the

standard operating procedures of supply account points for ammunition and other materiel in his unit. His superiors noted the results of his ingenuity and sent him on a tour of the entire division to teach his counterparts at the battalion level the processes he had created.

A customer service representative for Blue Cross and Blue Shield of Utah in Salt Lake City in his civilian occupation, Specialist Baird said the honor is more reflective of the proactivity and resourcefulness of his fellow Soldiers with the Montana-based 592nd Ordnance Detachment at Q-West, than anything he did personally.

Although an Army Soldier of only three years, his initiative has improved readiness in the field and ultimately led to the saving of American lives.

effort includes a mental health component and is appropriately linked with our Yellow Ribbon Reintegration Program efforts.

We are supporting and promoting these medical and dental readiness initiatives with a multimedia communication outreach effort to all Soldiers and Families. Our communications efforts and these new programs coupled with TRICARE and TRICARE Reserve Select have allowed us to address in significant ways our medical and dental readiness challenges.

### Focus on Training Readiness

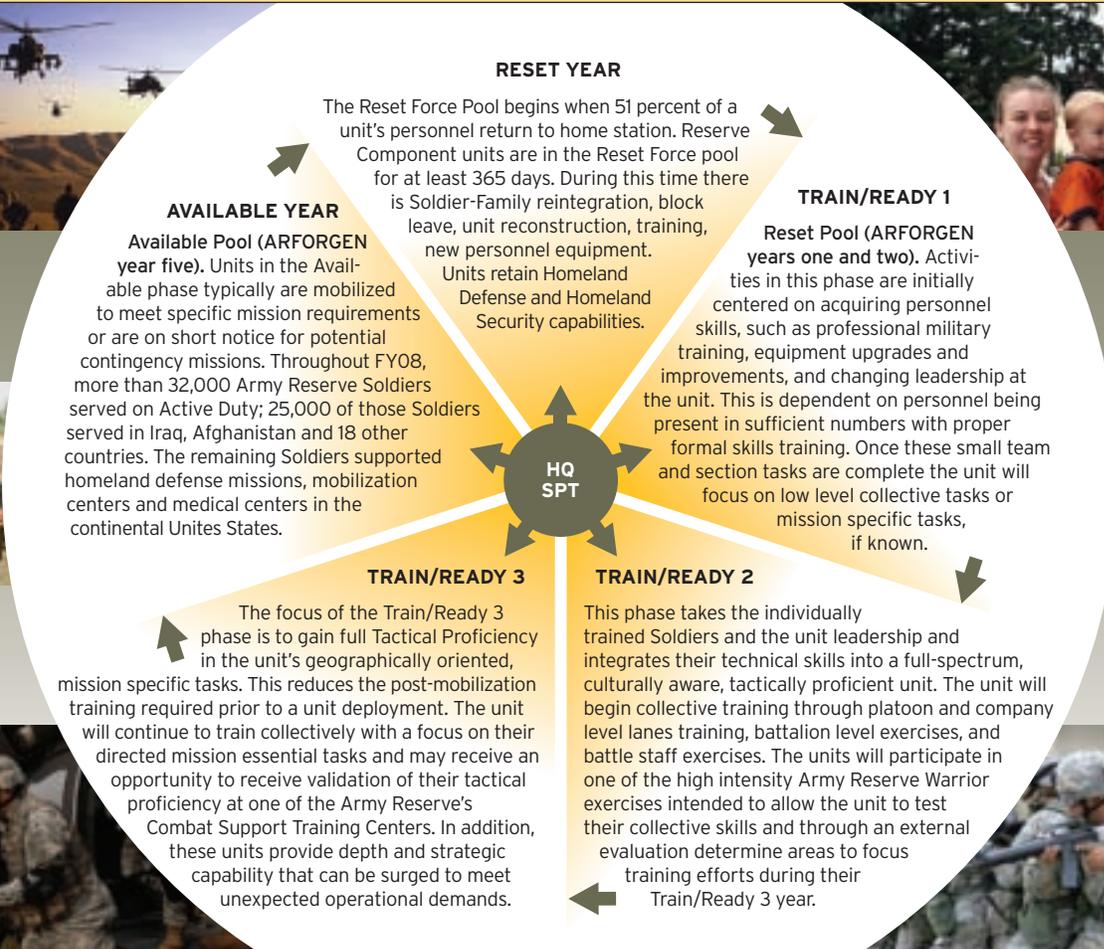
The Army Reserve is committed to providing trained platoons, companies, and battle staffs to combatant commands. To fulfill this commitment the Army Reserve must be resourced as an operational force. While the mobilization training centers provide the finishing touch, the Army Reserve is responsible to develop and sustain the following, prior to mobilization:

- ★ Adaptive, competent, and broadly skilled Soldiers prepared for changing operational environments;
- ★ Agile, adaptive, and culturally astute leaders; and
- ★ Rapidly deployable and employable, trained, ready, and cohesive units.

We develop readiness through the execution of a progressive Army Reserve Training Strategy (ARTS). The training strategy uses the ARFORGEN model as the “means” to meeting mission commitments. Further, the

# ARFORGEN Model

ARFORGEN is a structured progression of increased unit readiness over time; resulting in periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements.



	Reset Year	Train/Ready 1	Train/Ready 2	Train/Ready 3	Available Year
<b>Readiness</b>					
<b>Manpower</b>	80% Assigned	85% Assigned		90% Assigned	100% Assigned
<b>Equip</b>	New Equipment Issue and Training		Baseline Equipment Set	Equipment massed to support MOS	Deployment Set
<b>Train</b>	Individual Training		Platoon Training Battle Staff Training Crew/Team/Squad Training	Deployment Training Platoon Training	Trained and Ready Combat Support /Combat Service Support Platoons and Battle Staffs to Mobilization Station

At the end of the fifth year the ARFORGEN cycle begins again.



strategy uses three training domains—Soldier, Leader Development, and Unit—as the ways of achieving desired training end-states. The “Soldier” domain concentrates on completing individual, functional, warrior task, tactical and low-level collective training. The “leader development” domain entails completing professional military education and preparing leaders and battle staffs to execute full-spectrum operations and directed missions. The “unit” domain requires, through a progression of collective training events, achieving unit technical and tactical proficiency for collective tasks in full-spectrum and directed mission environments.

### Preparing Army Reserve Forces for Future Missions

Army Reserve forces are arrayed across the Army Force Generation (ARFORGEN) training and employment cycle. The duration of the entire cycle is five years. Our objective is for a unit to train for four years in preparation for an “available” year where the unit could mobilize and deploy. Army Reserve units flow through this cycle aligned within Army force pools to meet global mission demands. Units are to spend one year in the Reset pool, three years in Train/Ready pool, and one year in the Available pool. Army Reserve units can expect to deploy to

#### Positive Return on Investment: Neurosurgeon Saves Lives in Iraq



Long before Dr. Jason Huang became a major in the U.S. Army Reserve, he was a Chinese citizen who faced down tanks in Tiananmen Square. He was forced into three years of house arrest, signed daily confessions to the Chinese police, and was blacklisted by the Chinese government. He sought political asylum in the United States and became a political refugee, an American student, then an American citizen, and eventually a neurosurgeon at Strong Memorial Hospital in Rochester, N.Y.

When Dr. Huang met a military recruiter at a medical conference in 2002 and heard of the shortage of neurosurgeons, he made up his mind. “I thought I needed to give something back to this country.” What he gave back was a 98 percent survival rate with the 1,200 soldiers he treated in Iraq.

meet theater commander requirements in the Available year. Upon returning from a deployment, a unit begins the cycle anew.

### Army Reserve Training Centers

Success in operationalizing the Army Reserve has hinged on our ability to reduce post-mobilization training in order to maximize in theater Boots on the Ground. In 2008, the Army Reserve stood up three regional training centers to execute theater-specific required tasks. These tasks are those perishable individual, crew, and leader warrior tasks and battle drills that Soldiers must complete to standard prior to arriving in theater. The regional training center initiative reduced the average amount of training time for Army Reserve units in mobilized status from 70 to 40 days, adding 30 days to Boots on the Ground time in theater. Currently, regional training centers are ad hoc training facilities supported by mobilized personnel and resourced with supplemental funds. When regional training centers are resourced we are able to leverage this success and ensure an enduring, pre-mobilization training capability.

To further enhance readiness, one of the Army Reserve's key training efforts has been establishing a major collective training exercise capability—Combat Support



Training Centers (CSTC). This exercise capability provides support forces a realistic collective training experience to assess tactical proficiency under rigorous conditions. A combat support training event tailors the environment and integrates extensive exercise support capabilities to include opposing forces and observer/controllers. The event provides opportunities for support brigades and their subordinate units to train on directed mission-essential tasks. The CSTC program leverages training readiness platforms to provide Army Reserve commanders an array of institutional and collective training capabilities to meet training requirements. The Army Reserve will conduct a CSTC proof of principle exercise at Fort McCoy in July 2009.



## Capabilities-based Army Reserve Centers

To minimize turbulence for Soldiers and their Families caused by training demands during the first two years of ARFORGEN, the Army Reserve initiated an effort to create capabilities-based reserve centers to support full-spectrum individual-crew-squad-team training requirements. We are outfitting reserve centers with digital training capabilities and weapon simulator training rooms. This effort provides an array of targeted training enablers to meet the training needs of units. During 2008, the Army Reserve established 53 digital training

### Positive Return on Investment: Welding and Fabrication Business Owner and Army Reserve Soldier Saves Lives in Iraq—Earns Bronze Star



Chief Warrant Officer 2 William Grinley of the 94th Regional Readiness Command Center at Fort Devens, Mass., earned the Bronze Star

medal for developing an extraction system to free Soldiers trapped inside blown-up Humvees.

While deployed to Iraq, Chief Grinley oversaw an operation of 28 Army technicians who equipped military Humvees with metal armor. He noticed that certain military vehicles were prone to rollovers when they drove over explosive devices, leaving Soldiers trapped inside these vehicles. Freeing them before the vehicles caught fire or a second explosive device went off was crucial; however, because of security reasons the doors cannot open from the outside, leaving rescuers in a quandary.

Chief Grinley put his metal fabrication and welding know-how to work. He modified the doors so rescuers could open them from the outside by using a handle from their Humvee. Since then, all armored security vehicles have been undergoing the modifications Grinley designed. His extrication system has already saved dozens of lives.

Chief Grinley is living proof of the strong return on investment Army Reserve Soldiers bring to America. In his civilian capacity, he owns Patriot Welding and Fabrication in Pelham, N.H. When he saw the need for an extraction system, he used his civilian and military experience to design it.

facility locations and three weapons simulator training rooms. The Army Reserve is working with the Army Training and Doctrine Command to determine the way ahead to field additional training enablers to make these state-of-the-art facilities. The Army Reserve is also working to integrate these training capabilities into new facilities.

## Training Resources

We are succeeding in managing unit readiness, with the new paradigm for training an operational Army Reserve force. Adequate funding allows the Army Reserve to execute pre-mobilization training man-days, develop infrastructure, and acquire the latest technology and equipment to meet pre-mobilization readiness objectives. We lack, however, the ability to fully train Army Reserve Soldiers on the same equipment the Army uses in the field.

## Reset Pilot Program

The Army has established several recent key force readiness initiatives to prepare units for future missions. One of these initiatives is the Reset Pilot Program. Currently the Army Reserve has three pilot units for FY08 and three for FY09. In phase one of the program, units complete inventories in theater, report combat losses, direct equipment for reset, reserve quotas in the Army School System for unit Soldiers, and prepare for home station activities. Upon redeployment, the units move to phase two. The units conduct a Welcome Home Warrior-Citizen ceremony, focusing on Soldier, Family, and employer reintegration and reconstitution of the unit. If successful, this reset program will serve as a model to ensure redeploying unit readiness.

## Ready Response Reserve Unit (R3U) Pilot Program

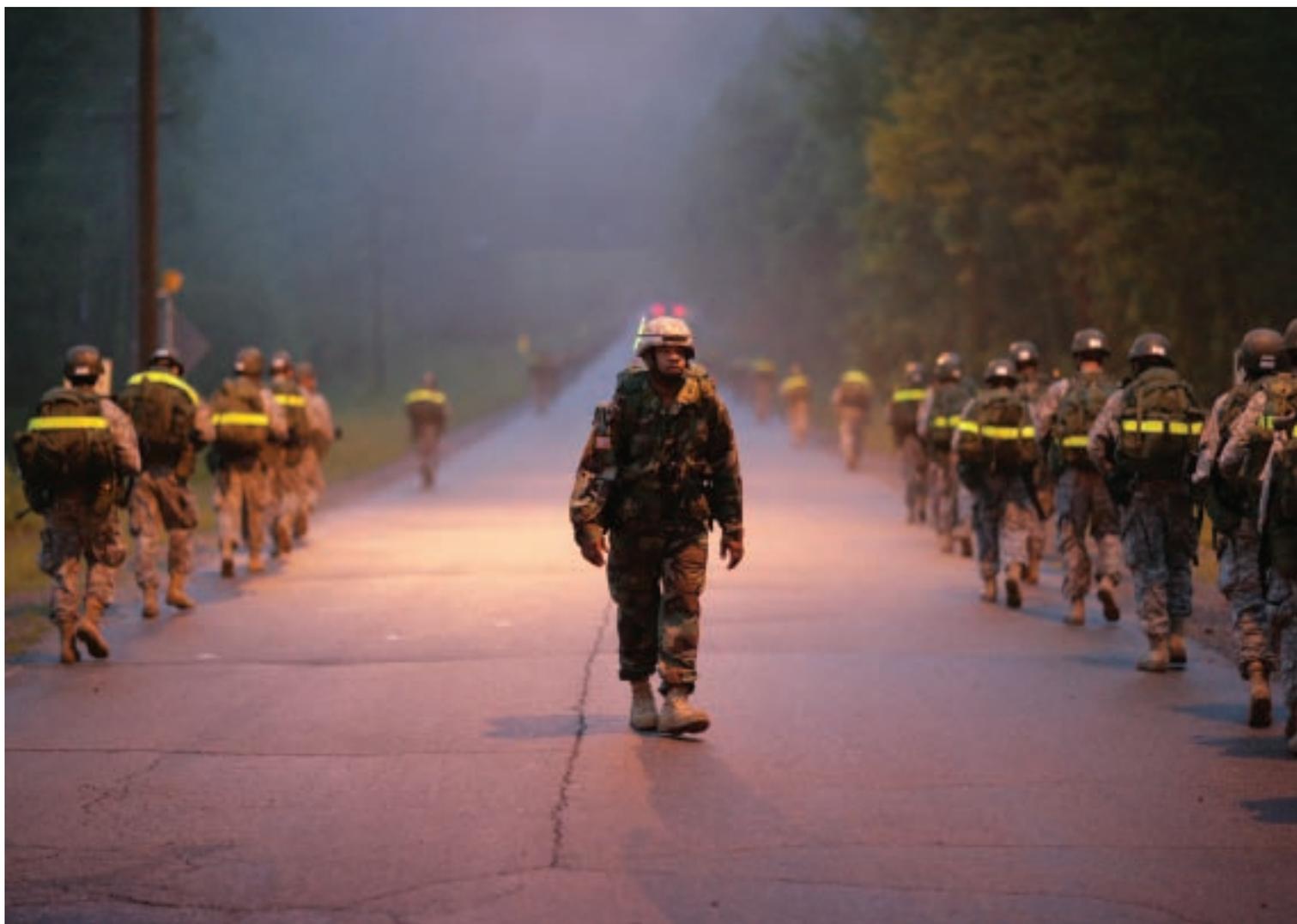
The R3U Pilot Program is a Department of the Army-directed initiative to test the feasibility of nontraditional access and employment of Army Reserve units. This pilot will test our ability to man, equip, train, and employ units in three specific capability categories: short or no-notice employment; support to known basic training surge requirements; and sustainment of dental readiness in the Army Reserve force. The pilot units being assessed in each

category, respectively, are a platoon of a biological detection company, a company of drill sergeants, and a dental detachment. After bringing these units up to the highest levels of readiness during FY08 we will evaluate their readiness during FY09. Key tenets of an R3U are that they are manned with all volunteers, that they sustain a high level of readiness, and that they are used outside of the traditional “one weekend a month, two weeks annual training” concept of reserve duty. For example, the drill sergeant company will conduct a complete 10-week basic combat training cycle at Fort Jackson, S.C., during FY09. Usually, it takes five drill sergeant companies two weeks each to accomplish that one cycle. The R3U Pilot will test the Army Reserve’s ability to sustain nontraditional units like this and provide

non-mobilized, enhanced capabilities to meet specific Army requirements.

### Meeting Homeland Defense and Disaster Relief Missions

The Army Reserve can be a federal first-responder to support civil authorities during domestic emergencies. As such, the Army Reserve is an important element of the current DoD “Lead, Support, Enable” strategy for homeland defense and civil support. U.S. military forces organize, train, and equip to operate in contaminated environments, as well as manage the consequences of chemical, biological, radiological, or nuclear explosion incidents. The Army Reserve was recently tasked to provide increased support as a federal responder for man-made or natural disaster situations.





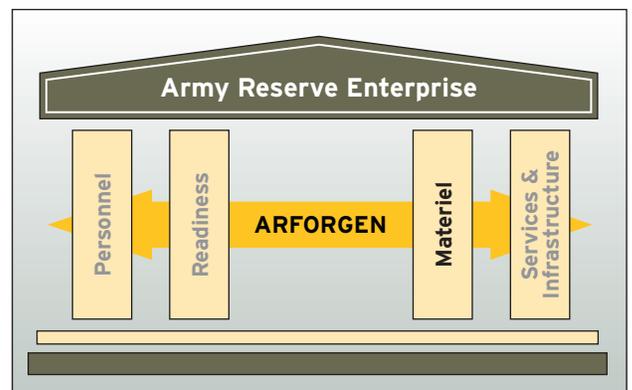
## Materiel

Patriotic men and women who join the Army Reserve today know that mobilization and deployment are a reality, not a possibility. Our Nation expects much from our Warrior-Citizens, their Families, and their employers.

When preparing to perform a dangerous mission, our Soldiers must have modern equipment and state-of-the-art training facilities. The Army Reserve is working hard to make these requirements a reality. During FY08, we continued to refine our sustainment concept supporting the Army Reserve Training Strategy (ARTS) and the ARFORGEN model. We fielded new equipment; repaired, reset, and reconstituted unit equipment; adjusted equipment sets at regional training centers; redeployed support assets (manpower, tools, and support equipment) to sustain those sets; and continued to field aviation capability in accordance with the Army Campaign Plan. As we develop more competent and capable Soldiers and unit teams, we seek to provide those teams with the best tools available to accomplish diverse and challenging national security missions.

### Unit Equipment

The Army Reserve has been successful meeting expeditionary demands primarily by falling in on stay-behind equipment or receiving new equipment in theater. We have managed our domestic contingency response and training missions by aggressively managing equipment on hand, authorized substitutes, and training sets. Looked



## Critical Needs

### Obtain from Congress full support and necessary authorities.

Equipping Army Reserve units with the latest, fully integrated, modular force equipment to develop Soldier skills and unit equipment mastery through realistic training in years two and three of the ARFORGEN cycle;

Equipping Soldiers and units with all the latest required and authorized, fully integrated, modular force equipment to accomplish deployment and contingency standby missions in accordance with the ARFORGEN construct and national security mission demands of the ARFORGEN employment cycle; and

Resetting and reestablishing unit readiness, replacing lost, damaged, and committed (theater stay-behind) equipment expeditiously to ensure optimum training and mission readiness sustaining the world-class operational Army Reserve.

at holistically, however, today the Army Reserve faces momentous equipping challenges.

The Army Reserve has 73 percent of its required equipment on hand. Under currently programmed funding, the Army Reserve should reach 85 percent equipment on hand by FY16 with the goal of 100 percent on hand by FY19.

### Army Reserve Aviation

The Army Reserve currently has a fleet of more than 130 aircraft—fixed and rotary wing for combat and support

operations. In addition to sustaining current capability, the Army Campaign Plan identifies growth of three aviation medical evacuation companies within the Army Reserve. The first company is standing-up in Clearwater, Fla. Congress initially approved \$1.6 million to lease and modify existing hangar space for the aviation company over the next five years. As the Army Reserve aviation capability grows, Department of the Army has agreed to replace 10 King Air 350 aircraft the Army Reserve provided for operations in Iraq. The Army Reserve needs these aircraft to ensure the readiness of fixed wing aviation warfighting formations. Continued, previously funded, multi-year procurement and replacement of aircraft transferred to theater and associated aviation support infrastructure are essential to optimizing the Army Reserve's aviation capability.

### Depot Maintenance

In FY08, the Army Reserve executed \$130 million in programmed depot maintenance funds to overhaul 3,256 major end items at Army depots or by commercial facilities. The Army Reserve depot maintenance program allows the Army Reserve to extend equipment service life, reduce life cycle costs, and maintain safe operation of older pieces of equipment. Through maintenance and restoration programs, the Army Reserve is able to restore and maintain older items to sustain unit capabilities while we wait for the fielding of modern modular force equipment.

## Positive Return on Investment: Reserve Soldier Trades South Beach Condo for Bombed-out Building

Army Reserve Soldier Sergeant Frank Lugo leads a double life. In the United States, he was a successful hedge fund trader with condos in New York and South Beach, Fla. Then he found himself in an unlikely spot—Iraq, where he lived in Sadr City. At 36, he has re-enlisted four times, swapping fast cars and fancy restaurants for body armor and bombed-out buildings.

Economic stimulus for Sadr City is the number one focus for Sergeant Lugo. And that's where his investment experience comes in handy. He helped transform Sadr City's broken economy into a center of commerce.

At the end of a long day in 120-degree heat, Lugo dines on hot dogs with a fellow Soldier. His seat in a mess hall in Sadr City could not be farther away from his other life, but he is happy where he is.

"Far too often in corporate America, everything's about the bottom line and how fast can I get ahead," Lugo said. "Whereas here, making sure that everyone comes home with 10 fingers and 10 toes, and making lives better for the people of Sadr City, is our number one priority."



## Services and Infrastructure

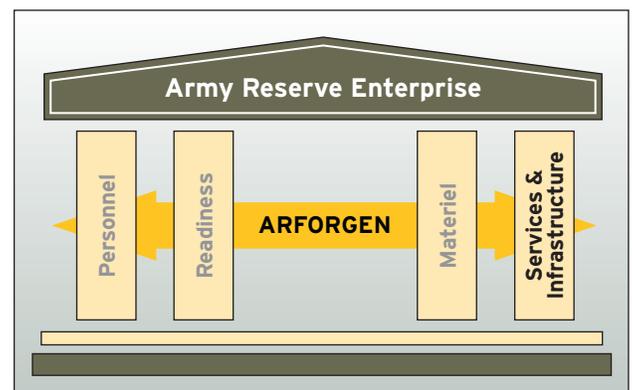
Our Warrior-Citizens are the lifeblood of the Army Reserve. They live and work in civilian communities across the country while volunteering to serve the Nation. They all serve at a time when the stakes for our national security are high and the demands they and their Families face are significant. America owes them the best quality of life and health care possible.

The Services and Infrastructure element of the enterprise approach encompasses those programs, facilities, and systems that improve the well-being of Soldiers and their Families, and supports key management processes to ensure readiness and promote Army Reserve institutional transformation.

### Yellow Ribbon Reintegration Program

The Army Reserve Yellow Ribbon Reintegration Program provides information, services, referral, and proactive outreach programs to Army Reserve Soldiers and their Families through all phases of the deployment cycle. The goal of the Yellow Ribbon Reintegration Program is to prepare Soldiers and Families for mobilization, sustain Families during mobilization, and reintegrate Soldiers with their Families, communities, and employers upon release from active duty. The program includes information on current benefits and resources available to help overcome the challenges of reintegration. The program is

comprised of seven events through all four phases of the deployment cycle. Soldiers are required, and Families highly encouraged, to attend a one-day event at alert and again at pre-deployment to help ensure the Soldier and Family are prepared for an extended deployment. During the separation, commands provide two one-day events to help sustain Families mentally, spiritually, and



## Critical Challenges

Obtain from Congress full support and necessary authorities.

Developing, improving, and sustaining Soldier and Family programs to achieve comprehensive Soldier and Family well-being across relationship, spiritual, health, and fitness dimensions;

Sustain a robust and appropriately integrated secure communications and information technology to connect Army Reserve Soldiers and units across the Army enterprise ensuring the Army Reserve remains an effective, contributing operational component of the total force;

Providing the facilities to train and sustain the Army Reserve as an active, integrated, robust, and capable operational force. The Army Reserve is managing facilities and infrastructure transformation through three main efforts:

1. Base Realignment and Closure (BRAC) to consolidate and modernize;
2. Accommodating "Grow the Army" and emerging mission set facility and training center requirements to optimize unit disposition, training, and readiness;
3. Improving maintenance facilities and storage capacity to ensure unit readiness and maximize equipment service life.

emotionally. For the local events, we leverage local resources as necessary. Upon redeployment, the Soldier is required, and Family members highly encouraged, to attend a 30- and 60-day reintegration weekend. We conduct a "Soldiers only" weekend event 90 days post-deployment to perform Post Deployment Health Re-Assessments (PDHRA). During this weekend, Soldiers also participate

in small group discussions to explore and resolve any lingering deployment issues.

## Spiritual Care

Army Reserve Soldiers, Families, and Army civilians deserve the best religious support and spiritual care available. In addition to providing pastoral support and direct ministry, unit ministry teams (chaplains and chaplain assistants) provide training and education in a variety of fields: Strong Bonds, Basic Human Interaction, Suicide Intervention and Prevention, Clinical Pastoral Education, Traumatic Event Management, and Family Life Chaplain Skills. All these services aid in providing this spiritual care to the Army Reserve Family.

Over 200 Strong Bonds events were conducted by Army Reserve commands throughout the country and



territories during FY08, enhancing Soldier and Family communication and relationship skills. The Army Reserve provided specialized training for couples, Families and single Soldiers during pre- and post-deployment. This training helps Soldiers and Families relieve stress and address relationship issues during every phase of deployment.

## Positive Return on Investment: **Civilian Engineer Wears General's Stars**



In one life, Mike Eyre is an engineer with Trex, a composite decking manufacturer in Winchester, Va.; and, in another life, Major General Mike Eyre is commander of the 416th Theater Engineer Command. His span of responsibility includes all of the Army Reserve engineering units west of the Ohio and Mississippi rivers - some 10,000 soldiers and 2,000 civilians covering 26 states.

Major General Eyre's deployment to Iraq for one year entails commanding a unit of 260 technical specialists charged with rebuilding the country's infrastructure, including oil production and electricity, railroads and highways, health clinics and schools. When Major General Eyre returns to Winchester in late 2009, his job at Trex will be waiting for him.

Army chaplains are key enablers of Soldier well-being. Today there is a critical shortage of chaplains in the grades of captain and major. To address this issue, the chaplain corps partners with religious organization endorsers to help recruit and retain high-quality chaplains, chaplain assistants, and civilians committed to a professional Army chaplaincy.



### Army Reserve Warrior and Family Assistance Center (AR-WFAC)

The Army Reserve Warrior and Family Assistance Center ensures that Warrior-Citizens receive appropriate support under the Army Medical Action Plan. This center provides a sponsor to each Army Reserve Soldier and Family currently assigned to a Warrior Transition Unit (WTU), Community Based Health Care Organization (CBHCO), or Veterans Affairs PolyTrauma Center. It also manages a toll-free hotline (1-866-436-6290) and Web site ([www.arfp.org/wfac](http://www.arfp.org/wfac)) to provide Army Reserve Soldiers, Families, and Retirees with assistance in areas such as medical, financial, administrative, and pastoral issues.

### Family Programs and Services

The Army Reserve Family Programs (ARFP) is committed to fostering Army Strong Families. We continue to develop and evolve to meet Soldier and Family needs. ARFP capabilities include program management, marketing, information, follow-up and referral, mobilization, deployment and reintegration, partnerships, outreach, training and development, crisis management, and command consultation. Our vision is to have a Family Programs “face” at every battalion or equivalent formation to promote resilient Soldiers, Families, and volunteers.

#### Army Family Covenant

The Army Family Covenant recognizes the commitment and strength of Soldiers and Families, while committing to a supportive environment and a partnership with Army Families. Together, we must make the Army Family Covenant a reality, focusing on the five deliverables: Family Programs and Services; health care; Soldier and Family housing; excellent schools, youth services, and childcare; and expanded employment and education opportunities for Family members.

#### Family Readiness Groups

Army Reserve Families participate in Virtual Family Readiness Groups (VFRG) utilizing information and resources provided by the Army’s integrated Family support network, now called Army One Source. We have begun hiring 127 Department of the Army civilian Family Readiness Support Assistants (FRSA) to provide administrative and logistical support to volunteer Family readiness group

### Soldier Story: Sergeant Katrina Waynar



Army Reserve Sergeant Katrina Waynar is the optical lab technician in charge of production at a facility in Qatar that makes eyeglasses for the troops. In October, her unit moved to Camp As Sayliyah in Qatar to work at the U.S. Army Medical Materiel Center Southwest Asia. “When we first arrived, we had a small building with a short supply of materials and no hard-wire electrical power or network access,” Waynar said in a news release from the military. “We needed to put this new lab together,” she said. “Once it was finished, we started to take on more and more work by reaching out to units elsewhere. Waynar added that “it’s safe to say” that her lab has the largest supply of eyeglasses frames in the Middle East. That lab serves Camp As Sayliyah and a nearby air base. It also helps with the workload of other military optical labs in the region. Additionally, it serves troops rotating through the camp for rest breaks. “Some people lose their glasses,” Waynar said. “Many get destroyed. We try everything to find their prescription, which is easily available for all glasses ordered through the military.”

leaders. Taking the administrative burden off volunteers enables Family readiness group leaders to concentrate on outreach to Soldiers and Families in the command.

#### Outreach

Family Programs published its third issue of “Family Strong”—a full-color quarterly publication providing Family Readiness information to all Army Reserve households of deployed Soldiers. The entire Army Reserve population will receive future issues of this publication. Family Programs continues to enhance its online information portal, [www.arfp.org](http://www.arfp.org), to meet the needs of Soldiers and their Families 24 hours a day, seven days a week. The Family Programs outreach and support office is available to Soldiers, Families, and civilian employees at 1-866-345-8248.

#### Welcome Home Warrior-Citizen Award Program (WHWCAP)

This welcome home program publicly recognizes the sacrifices Army Reserve Soldiers and their Families make on behalf of the Nation. Since the program’s inception in FY04, 124,887 Soldiers, their Families, and employers

have received special awards honoring their service and support.

#### Child, Youth, and School Services (CYSS)

Child, Youth and School Services supports readiness and well-being of geographically dispersed families by reducing the conflict between parental responsibilities and mission requirements. CYSS has 21 full-time staff members dedicated to ensuring children of our Warrior-Citizens have support in their communities throughout the deployment of their loved ones. Programs and initiatives meet the needs of children from youth to young adult and include childcare, youth development, and school support services.

#### Reserve Enrichment Camps

Enrichment camps provide youth an opportunity to learn new skills, develop relationships, and learn more about the Army Reserve. In 2007, we conducted the first two Army Reserve Enrichment Camps in North Carolina and Wisconsin, serving 100 Army Reserve youth. In 2008, we expanded the program to include five more campsites that served an additional 250 Army Reserve children.





### Support to Families of Our Fallen Soldiers

The Army Reserve has lost 170 Warrior-Citizens to date in Operations Enduring Freedom and Iraqi Freedom. We recognize the ultimate sacrifice these Soldiers and their Families have made for the cause of freedom, and we proudly honor our fallen comrades in ceremonies and with personal tributes. By remembering the distinguished service of our fallen, their selfless acts of bravery and leadership, the Army Reserve remains Army Strong. As part of our commitment to the Families of the fallen, the Army Reserve conducts memorial services to honor their loved ones' sacrifices, offers chaplain support if requested, as

well as ongoing support to help the Families through the difficult time. Soldier Outreach Services currently falls under Army Reserve Family Programs and is coordinated through the Chaplains' Office in the Warrior and Family Assistance Center.

### Communication (Information Technology)

The Army Reserve is implementing a five-year secure communications project that includes secure data, voice, and video to the battalion level. Secure communications capabilities are essential to unit preparation and training. As units move through the ARFORGEN cycle, secure communications connectivity will reduce time required

## Positive Return on Investment: Illinois Reserve Soldier Becomes an American Army Action Figure



Sergeant First Class Robert Groff of the 724th Transportation Company based in Bartonville, Ill., is one of four Soldiers to represent the Army in its American Army Real Heroes program and is featured in an upcoming line of action figures.

Action figure Sergeant Groff is lying down, holding an M4 carbine, which depicts his actions on April 9, 2004, when he and several other members of the Army Reserve 724th Transportation Company came under attack in Iraq by an estimated 250 insurgents in one of the largest coordinated ambushes of the war.

"For me, it's kind of humbling. I was doing my job and doing it the best I could with the circumstances I had," said Sergeant Groff, one of only eight GIs who has

received the honor since the program was started in 2005. "It's a great honor and a good way to tell the story of my team who was out there on the road that day."

for pre-mobilization by allowing access to classified information and “real world” data not currently available through unclassified means.

Supporting Army information technology enterprise operations, the Army Reserve is leading the way to consolidating network management and data center services. Consolidation of services generates efficiencies and supports the Army’s Global Network Enterprise Construct (GNEC). The return on investment will support future information technology improvements to increase Army Reserve unit readiness.

The Army Reserve must have highly integrated information technology capabilities from the tactical to strategic level—technologies that are both modular and scalable. In order to provide these integrated capabilities, the Army Reserve must move toward network-managed services to reduce overall operating costs, while maintaining acceptable service levels nationwide. Sustaining Army Reserve information technology capabilities is essential to a fully operational Army Reserve.

### **Army Reserve Facilities and Base Realignment and Closure (BRAC)**

In the midst of the ongoing war and transformation efforts to grow, restation, and modernize the Army, the Army Reserve is building new capability. The Army

Reserve is disposing of obsolete facilities and constructing new state-of-the-art training, maintenance, and administrative facilities. In FY09, the Army Reserve will initiate 12 “Grow the Army” projects, 21 BRAC projects, and eight Military Construction Army Reserve (MCAR) projects. We are working aggressively to address all our facilities and infrastructure requirements to ensure Soldiers receive the best training and support possible, and that we adequately support and maintain on-hand and inbound modular force equipment to ensure unit readiness.

The initial BRAC 2005 assessment underestimated the facility requirements of the number of units and Soldiers in facilities identified for closure. This impacts force readiness. To mitigate some of these BRAC costs, the Army Reserve, through our Transformation Integration Office, provides detailed planning and systematic follow-through for each BRAC action. We manage from land acquisition, from coordination with local redevelopment authorities, to final property closure and disposal. This level of attention to specific BRAC mandates enables our commanders to plan unit relocation while minimizing impact on operational missions.

Through our construction efforts, we intend to provide a facilities support framework to support and sustain Army Reserve transformation. We will maximize



the utilization of Army Reserve installations and facilities at Fort Dix, Fort McCoy, Fort Buchanan, Fort Hunter Liggett, and the Combat Support Training Center at Camp Parks to support ARFORGEN. We have embraced a “retool mindset” and are thinking jointly with other components and services wherever possible. We will maintain our community-based presence, and provide



flexible, multiuse, complete facilities for our units. By reducing our footprint where possible, we seek to optimize the return on investment. The Army Reserve is building readiness.

### Business Transformation

The Army Reserve is constantly looking for ways to streamline operations, improve unit readiness, develop greater efficiencies—in short, increase the rate of return on investment Americans make in the Army Reserve.

One example of the success of our efforts is our increasing the Boots on the Ground time for Army Reserve units through restructuring pre- and post-mobilization training processes. The goal was to reduce training time for mobilized units to no more than 45 days, to maximize potential “boots on the ground” for a one-year deployment. We approached the challenge deliberately identifying three unit elements requiring very different training regimens: combat support hospitals, military police companies, and engineer companies. By streamlining the pre- and post-mobilization training schedules and eliminating unnecessary and duplicate activities, we reduced training time by an average of 38 days. This resulted in post-mobilization cost savings ranging from \$768,000 to \$5.6 million per unit deployed. Intangible benefits identified include compliance with the Train-Alert-Deploy foundation of ARFORGEN, reducing rotational span, and realigning pre- and post-mobilization training. While these projects focused on specific types of units, the results and findings are universally applicable to Army Reserve units.

Through other business transformation initiatives, we improved the Army Reserve’s active component to reserve component transition rate. We achieved the highest transition rate in the program’s history, with a projected cost avoidance of approximately \$13 million in training dollars for FY08. Through our business process transformation efforts we further decreased the processing time for incapacitation pay from 79 to 45 days. The Army Reserve is a forward-looking, progressive organization. We will continue to seek to maximize America’s return on investment.

### Positive Return on Investment: Heroism Shines at Home



Staff Sergeant Jacqueline L. Hunt of the 490th Civil Affairs Battalion received the Department of Defense Soldier’s Medal for using her Civil Affairs training to treat a man thrown into highway traffic after being hit by a truck.

The victim was over six feet tall and weighed 220 pounds—almost twice Sergeant Hunt’s size. Sergeant Hunt went into heavy traffic, picked the man up and carried him to the side of the road. The man had severe head injuries and was not breathing. She had a bystander call 911 and directed the truck driver to park his truck to block traffic away from her and the victim. Sergeant Hunt says, “In Civil Affairs you must have compassion.”



## ARMY RESERVE GENERATING RETURN ON INVESTMENT

The Army Reserve today is undoubtedly a strong return on investment for America. We are an effective, cost efficient organization that complements the needs of the Army. The Army Reserve delivers combat support and combat service support capability to the Army for America's defense. Our value to America goes beyond providing military capability. Working with our civilian partners, we are building a human capital strategy where both employer and military share and enhance the skills of one individual, who contributes both to the defense of our Nation and to sustaining a strong national economy. Bottom line, the Army Reserve gets a better Soldier; the employer gets a better employee. That is a good investment for America.

The values and talents that are a part of our skill-rich organization benefit this nation beyond the traditional role of defense. This is the legacy of our Warrior Citizens. When we produce truck drivers for America's trucking

industry, medical technologists for America's medical community, law enforcement officers for America's law enforcement agencies, among other specialties, it is a good value for America.

Transitioning the Army Reserve from a strategic reserve to an operational force is also good value for this nation. It is difficult and complex to operationalize the reserve component, especially in a wartime environment; however, we are making it happen. We are moving away from a legacy structure that served us well as a strategic reserve to a leaner organization that accommodates



command and control of an operational force. Using the Base Realignment and Closure (BRAC) commission mandate, we are also restructuring to add capability for the future. This is the capability we need to support new Army missions, such as Stability Operations. We are supporting the requirements of this expanding new mission by adding civil affairs professionals, transportation

specialists, engineers, and military police as part of our internal reorganization while adding about 16,000 operational spaces of capability for the future. The Army Reserve is doing the right thing internally while transforming externally.

Our success in current and future military operations is dependent on our ability to man, equip, train, and prepare Army Reserve Soldiers as full cohesive units for current and future operations. Our force of Warrior Citizens serves the Nation as an operational force for which they are not designed nor resourced; as a result, our primary focus is on the demands of current operations. With sufficient means, we can not only grow and transform the force, but we can also train Soldiers and units during an era of persistent conflict. We, however, risk failure if faced with a rate of change that exceeds our capability to respond.

We take our commitments to our Nation, to our Army, and to our Soldiers, Families, and our Employer Partners seriously. We are effective stewards of our Nation's resources. We serve with an unwavering pride that the America's sons and daughters willingly answer the call to duty in a time of war or national emergency. As we position ourselves as an essential provider of combat support and combat service support to the United States Army, we look to Congress and our fellow citizens for strength and support as our partners in building an operational Army Reserve for the 21st century.

### Positive Return on Investment: **Civil Affairs Soldier Earns Department of State Superior Honor Award**



Captain Laura Peters, a 31-year old Army Reserve Civil Affairs Soldier, began her deployment to Iraq in March 2007, but never imagined she would be one of a few military service members to receive the Department of State's prestigious Superior Honor Award (SHA). Captain Peters was assigned to a brigade provincial reconstruction team in the Salah Ad Din Province, Iraq, where her work contributed to the bonds of trust and cooperation that enabled the Provincial Reconstruction Teams (PRT) to work effectively with the Provincial Government, the Sheiks' Council, the Provincial Council, and the U.S. Army leadership in Multi-National Division-North.

PRTs exist to build Iraqi capacity and accelerate the transition to Iraqi self-reliance. The frontline operatives in the campaign to stabilize Iraq are the American and coalition members who comprise the provincial reconstruction teams.

By building provincial governments' ability to deliver essential services and other key development projects to local Iraqis, PRTs help to extend the reach of the Iraqi government to all corners of the country and help build the stability necessary to complete the transition to full Iraqi control.

## SPECIAL HONOREES

### AWARD OF THE SILVER STAR

Sergeant Gregory S. Ruske is the fourth Army Reserve Soldier to receive the Silver Star for heroism



Sergeant Gregory S. Ruske of Colorado Springs, Col., earned the Silver Star for placing himself in the line of enemy fire while he planned and led the rescue of an Afghan National Police officer felled in a firefight. While assigned to Combined Joint Task Force 101, operating in Afghanistan's Kapisa province, he and his fellow Soldiers from 3rd Platoon, "A" Company, Task Force Gladiator, were on a patrol in a remote area when Taliban operatives attacked them with heavy grenade, machine-gun and rifle fire.

Trapped with his unit out in the open, Sergeant Ruske returned fire so most of the platoon could move to protective cover. After taking a bullet to the hip, Sergeant Ruske repositioned himself to a rooftop and continued laying fire.

At that point, Sergeant Ruske realized that two Afghan National Police officers were pinned down in the open, taking fire from their Taliban attackers. One ran for cover, but the other officer—one Sergeant Ruske had worked with at vehicle checkpoints and chatted with through an interpreter—had been shot and was trying to crawl to safety through a hail of bullets.

Sergeant Ruske said he did not take time to think about his own safety, but simply reacted using the training the Army Reserve gave him in preparation for combat.

Sergeant Ruske credited his mentor during his three years of active duty, Sergeant First Class Glen Boucher, with instilling the discipline and skills that he drew on while under fire.

"I don't consider myself a hero," he said. "I was just an ordinary guy put in an extraordinary situation. I reacted based on my upbringing, training, and compassion, and thankfully, it worked out in the end."



#### THE SILVER STAR

*The Silver Star is awarded to a person who, while serving in any capacity with the U.S. Army, is cited for gallantry in action against an enemy of the United States while engaged in military operations involving conflict with an opposing foreign force, or while serving with friendly foreign forces engaged in armed conflict against an opposing armed force in which the United States is not a belligerent party. The required gallantry, while of a lesser degree than that required for the Distinguished Service Cross, must nevertheless have been performed with marked distinction.*

## SPECIAL HONOREES

### FIRST ARMY RESERVE SOLDIER WINS ARMY SOLDIER OF THE YEAR



“Best Warrior is a tremendous honor; however, the real ‘Best Warriors’ are those who serve, those who have served, and those who desire to do so. To represent the United States Army Reserve Command at the Department of the Army level means I have a responsibility to bring due-credit to the Army Reserve training and leadership of which I am a product,” said Army Soldier of the Year, Specialist David Obray.

Specialist David Obray is a Construction Equipment Repair Specialist with the U.S. Army Reserve, 492nd Engineer Company, 414th Engineer Command, Mankato, Minn.

With three years experience in the U.S. Army Reserve, Specialist Obray is the first Reserve Soldier to win the prestigious Army title.

A native of Fairmont, MN, Specialist Obray attends Winona State University where he is president of the Student Association and pursuing a bachelor’s degree in Law & Society and Business Law. His plans include obtaining a Juris Doctorate and Master of Business Administration degree, retiring from the Army Reserve as a Command Sergeant Major, and pursuing his dream of becoming a United States Senator.

For Specialist Obray, service to country is a family business. His sister and brother currently serve in the Army, and his grandfather and great-grandfather served in World War II and World War I respectively.

Specialist Obray’s Army goals include becoming a fire team and squad leader and a Battalion Command Sergeant Major. Weighing 300 pounds at age 16, Specialist Obray credits military discipline with giving him the courage and ability to become physically and mentally fit. He is proud to represent the U.S. Army as “Soldier of the Year.”

“The Best Warrior is the personified Strength of the Nation,” says Specialist David Obray. “The title represents the entire United States Army and shows the proficiency of all Soldiers and Noncommissioned Officers. It is a great honor to be selected.”



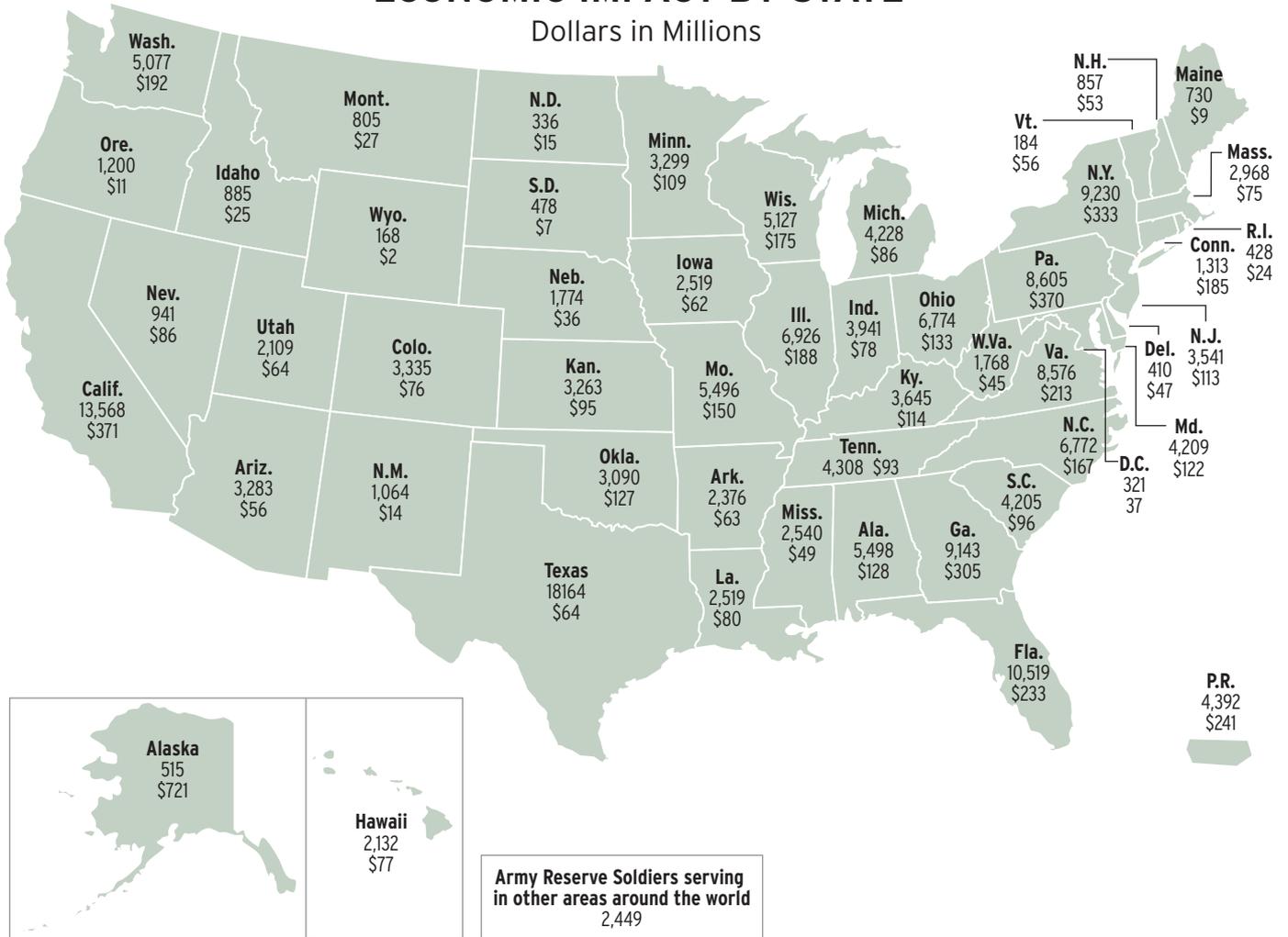
*Soldier of the Year Specialist David Obray greets a veteran at the World War II Memorial in Washington, D.C.*

# YOUR ARMY RESERVE

The United States Army Reserve provides trained units and qualified Soldiers available for active duty in the armed forces in time of war or national emergency, and at such other times as the national security may require. Throughout the United States, the Army Reserve has four Regional Support Commands that provide base support functions, and 62 Operational and Functional Commands available to respond to homeland emergencies and expeditionary missions worldwide.

## ARMY RESERVE SOLDIERS AND ECONOMIC IMPACT BY STATE\*

Dollars in Millions



Economic impact consists of the payroll for Select Reserve Soldiers and Civilian support, FY08 and FY09 Army Reserve military construction (MILCON) projects, leases, utilities, municipal services, engineering services, fire and emergency services, maintenance and repair, minor construction, environmental compliance, environmental conservation and, pollution prevention.

\*All figures current as of March 2009



# Army Reserve Snapshot

**VISION:** A community-based federal operational force of skill-rich Warrior-Citizens providing complementary capabilities for joint expeditionary and domestic operations.

**MISSION:** To provide trained and ready Soldiers and units with the critical combat service support and combat support capabilities necessary to support national strategy during peacetime, contingencies and war.

**DESIRED END STATE:** An Army Reserve with a culture that embraces continuous transformation, is capable of predictably and perpetually providing relevant operational forces to Combatant Commanders, and maintains strong mutually supporting Warrior-Citizen relationships among Soldiers, Families, Army Reserve Civilians, Employers, and the Army.

## KEY LEADERS

- ★ Secretary of the Army: The Honorable Pete Geren
- ★ Army Chief of Staff: General George W. Casey, Jr.
- ★ Chief, Army Reserve and Commanding General, U.S. Army Reserve: Lieutenant General Jack C. Stultz
- ★ Deputy Commanding General, U.S. Army Reserve Command: Major General Alan D. Bell
- ★ Deputy Chief Army Reserve: Major General Mari K. Eder
- ★ U.S. Army Reserve Command Chief of Staff: Colonel Charles E. Phillips, Jr.
- ★ Deputy Chief Army Reserve: Brigadier General Julia A. Kraus
- ★ Director for Resource Management: Mr. John C. Lawkowski
- ★ Chief Executive Officer: Mr. Kenneth N. Williamson
- ★ Command Chief Warrant Officer: Chief Warrant Officer 5 James E. Thompson
- ★ Command Sergeant Major: Command Sergeant Major Leon Caffie

## ARMY RESERVE BASICS

- ★ Established: April 23, 1908
- ★ Designated Direct Reporting Unit to Army: October 1, 2007
- ★ 2010 Authorized End Strength: 206,000
- ★ Selective Reserve Strength: 202,500
- ★ Accessions for FY08: 44,455
- ★ Reenlistments for FY08: 16,523 (111% of annual goal)
- ★ Accessions Goal for FY09: 43,154
- ★ Soldiers Currently Deployed: > 27,000
- ★ Soldiers Mobilized Since September 11, 2001: >170,000
- ★ Number of Army Reserve Centers: 1,136

## DISTINCTIVE CAPABILITIES:

The Army Reserve contributes to the Army's Total Force by providing 100% of the:

- ★ Chemical Brigades
- ★ Internment Brigades
- ★ Judge Advocate General Unit
- ★ Medical Groups
- ★ Railway Units
- ★ Training & Exercise Divisions
- ★ Water Supply Battalions



...more than two-thirds of the Army's:

- ★ Civil Affairs Units
- ★ Psychological Operations Units
- ★ Transportation Groups
- ★ Motor Battalions
- ★ Chemical Battalions
- ★ Hospitals
- ★ Medical Brigades
- ★ Theater Signal Commands



...and nearly half of the Army's:

- ★ Petroleum Battalions
- ★ Adjutant General Units
- ★ Petroleum Groups
- ★ Transportation Command
- ★ Terminal Battalions
- ★ Public Affairs Units



## ARMY RESERVE DEMOGRAPHICS

### Ethnicity

Caucasian: 59.7%	Asian: 3.4%
Black: 22.0%	Pacific Isl: 1.0%
Hispanic: 12.3%	Native Amer: 0.7%

### Average Age: 38.8

Officers: 30.6
Enlisted: 41.8
Warrant: 44.1

### Married 44.5%

Officers: 63.1%
Enlisted: 39.6%
Warrant: 73.0%

### Gender

Male: 76.1%
Female: 23.9%

## ARMY RESERVE BUDGET FIGURES

### Total FY09 Budget: \$7.5B

Operations and Maintenance	\$2.6B
Military Personnel	\$4.6B
Military Construction	\$282M

### Total FY10 Program: \$7.9B

Operations and Maintenance	\$3.1B
Military Personnel	\$4.4B
Military Construction	\$381M

## ARMY RESERVE INSTALLATIONS

Fort Buchanan, P.R.	Fort McCoy, Wis.
Devens, Mass.	Fort Hunter Liggett, Calif.
Fort Dix, N.J.	Camp Parks, Calif.

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

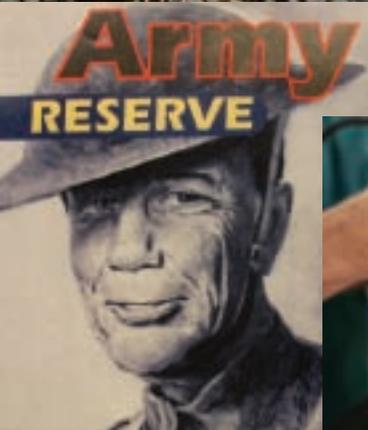
I am a guardian of freedom and the American way of life.

I am an American Soldier.



### Silver Star Recipients

This sketch, by artist Jim Ryan, was unveiled at the 2008 Association of the United States Army Annual Meeting First Region Hospitality Event, which honored the four Operation Enduring Freedom and Operation Iraqi Freedom Army Reserve Silver Star recipients. Mr. Ryan is the Chief Artist for Raytheon Corporation, Waltham, MA.



UNITED STATES ARMY RESERVE